

**SVKM's Narsee Monjee College of Commerce & Economics**

<b>Program:</b> <b>Bachelor of Commerce / Bachelor of Commerce Honours</b>				<b>Semester: II</b>	
<b>Course: Principles of Management</b> <b>Academic Year: 2023-2024</b> <b>Batch: 2023-2026 / 2023-27</b>				<b>Code: NMUBCOM202</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>	
<b>Lectures</b>	<b>Practical's</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Internal Continuous Assessment (ICA) (weightage)</b>	<b>Term End Examinations (TEE) (weightage)</b>
<b>45</b>	<b>Nil</b>	<b>Nil</b>	<b>03</b>	<b>40</b>	<b>60</b>
<b>Internal Component</b>					
<b>Class Test</b>			<b>Projects / Assignments</b>	<b>Class Participation</b>	
<b>Learning Objectives:</b>  <div><div></div><div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div></div> 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**Pedagogy:**

1. Flipped Classroom approach to increase learner interest and to enhance engagement.
2. Screening of Documentaries, Short Clips (from Mahabharata, Ramayana and Chanakya Neeti etc.) to be followed by Review sessions to promote critical thinking & to create motivated and independent learners.
3. Book Reviews, Article Reviews, Analysis of Case studies to facilitate self-learning.
4. Group activities such as Role plays, management games, Peer to Peer Learning to enable learners to work together in a social environment and learn through sharing of individual information & experience
5. Discussion of real life problem scenarios from business, debates & Inquiry based approach for active learning.
6. Guest Lectures by Resource Persons on Indian management thoughts.
7. Application based learning on principles and functions of management in different industry areas.

**Detailed Syllabus: (per session plan)**

**Session Outline For: Principles of Management**

**Each lecture session would be of one hour duration (45 sessions)**

Module	Module Content	Module Wise Duration
I	<p><b>Introduction to Management</b></p> <p><b>1.1</b> Management – Concept, Nature, Importance, Principles, Functions, Managerial Skills &amp; Competencies</p> <p><b>1.2</b> Evolution of Management Thought- Pre- scientific management era, Classical Approach, Behavioural (Neo Classical) Approach, Quantitative Approach, Systems Approach, Contingency( Situational) Approach, Operational Approach.</p> <p><b>1.3</b> Modern Management Thought – Characteristics, Peter Drucker's Dimensions of Management, Indian Management Thoughts: Origin &amp; Significance of Indian Ethos to Management</p> <p><b>1.4</b> Changing dimensions of business management – scale, geographic spread, fast changing environment, expectation of users, risk management, social responsibilities – environment, governance and society</p>	11

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II	<p><b>Planning and Decision Making</b></p> <p><b>2.1</b> Planning – Meaning, Steps, Importance, Components, Planning, Limitations / Challenges, Premises.</p> <p><b>2.2</b> Coordination – Importance, Coordination - Essence of Managing, Types of Coordination, Need and Significance of Coordination, Constraints to Coordination, Techniques.</p> <p><b>2.3</b> M.B.O. – Process, Advantages, Limitations of MBO, pre requisites for installing MBO programme, Management Information System – Concept, Components.</p> <p><b>2.4</b> Decision Making – Techniques, Essentials of a Sound Decision Making, Impact of Technology on Decision Making, Problem Solving- Approaches, problem solving process</p>	11
III	<p><b>Organising</b></p> <p><b>3.1</b> Organising – Steps, Principles, Organisation Structures – Features of Line &amp; Staff Organisation, Matrix Organisation, Virtual Organisation, Formal v/s Informal Organisation</p> <p><b>3.2</b> Departmentation – Meaning – Bases, Span of Management – Factors influencing Span of Management, Tall and Flat Organisation.</p> <p><b>3.3</b> Delegation of Authority – Process, Barriers to Delegation, Principles of Effective Delegation.</p> <p><b>3.4</b> Decentralisation- Factors influencing Decentralisation, Centralization v/s Decentralisation</p>	11
IV	<p><b>Directing, Motivation and Controlling</b></p> <p><b>41</b> Nature and Scope of Directing, Motivation-Concept, Importance, Theories of Motivation- Maslow's need priority model, Herzberg's two factor theory, Mc Gregor's Theory X and theory Y, Ouchi's theory Z, Achievement Motivation model, Adam's Equity Theory, Vroom's expectancy theory, Transactional Analysis.</p> <p><b>42</b> Leadership – Concept, Functions, Styles, Qualities of a good leader, Leadership V/S Management.</p> <p><b>43</b> Controlling – Concept, Need for Control, Techniques of Managerial Control– Traditional and Modern techniques, Steps, Essentials of an effective Control system.</p> <p><b>44</b> Management by Exception- Concept and Benefits.</p>	12

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**Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Management Today Principles & Practice	Gene Burton, Manab Thakur	Tata McGraw-Hill, Publishing Co. Ltd.
Management	James A.F. Stoner,	Prentice Hall, Inc U.S.A
Management: Global Prospective	Heinz Weihrich & Harold Koontz,.	Tata McGraw – Hill, Publishing Co. Ltd
Essential of Database Management Systems .	Alexis Leon, Mathews Leon Vijay Nicole	Imprints Pvt. Ltd.
Management – Task, Resp , Practices –	Pets Druche	“Willian Heinemann LTD.
Good to Great	Jim Collins	Harper Collins Publishers
Management theory and practice	CB Gupta	S Chand
Management Today- Principles and Practice	Gene Burton & Manab Thakur	Tata McGraw Hill Publishing company limited
Abstracts from Mythological Books		
The Story of My Experiments with Truth	M.K.Gandhi	

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**SEMESTER END ASSESSMENT: 60 MARKS**

**DURATION: 2 HOURS**

**Question Paper Pattern (Semester –end Examination)**

**Major Course (FYBCOM)**  
**( Principles of Management)**

All questions are compulsory

Q. No.	Particulars	Marks
Q.1.	Answer in Brief (Any 2 out of 3)-Module 1 a) b) c)	12
Q.2.	Answer in Brief (Any 2 out of 3)-Module 2 a) b) c)	12
Q.3.	Answer in Brief (Any 2 out of 3)- Module 3 a) b) c)	12
Q.4.	Answer in Brief (Any 2 out of 3)- Module 4 a) b) c)	12
Q.5.	Read the following Case Study and answer the questions that follow.	12

**Details of Internal Continuous Assessment (ICA) – 40 Marks**

Test Marks: 20 (3 tests of 10 marks each - Best of 2 will be considered)

Assignment Marks: 20

There would be two components for Internal Assessment, namely 20 marks Assignment to be conducted and marked by respective teacher within classroom individually and 3 test of 10 marks each to be conducted as per schedule of EEC (Online/offline as per the decision of the authorities).